# FINANCIAL TIMES 



US defeat for Ford over airbags may spark claims rush


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 pave not installed airbbess in their rebicless. WWe're
 Crock contest beghnss The battle to succeed an unuber
Page 2
 prima amin accusatitons from the former itaian
vendetta Pager that the court action is a political vendetta Page 2
 aures, will today put to its fellow members of the alliance the idea of a poilitical
of nuclear weapons. Page 3

 ecanomy
 price rises drove away some of its customers, parr
ticularly among Chinese cognac drinkers. Page 13 German rivals seek TV decoder deal: The mapped opt later this week when Kirch and Bertels. or reach apremement on establishing a uniform E-Banken fined: The Stockhoim Stock inaviska Enschilda Ranken, one of Swedern's lead-

 ndustry threatens to spent diseaster gror srimply Gas,
the country's oldest and largest supplier Page 14,


Indonesia's President coumpation to manage
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with an anmual after-tax inged to donate 2 per cent of their (samanings to the
 Move to raise hankisg conffldence: The
Czech Reppabtic's conkral bank moved toretore
conidence in the country's banking sector by appointing an a dminisistrator to Ekkogerobanlya, BMW fights car crimne In $S$ Atricas: BMWW, the
German luxury car manufacturer. bas taken the extreme step of thyng to protect its market share in Trug traffickorss arresth hailed: Mexico and ne of the world's most wanted drug traffickers. hough his capture and deportation to the US are likely to spark
us death somtonce woman reprieved. The eath sentence on Guinevere Garcia, for the killing. in 1992, of her husband, to ifie in prison, stopping moman since capital punishment returned to the




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10 Onfer mants




Top Indian politicians accused of accepting bribes
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 Chubais dismissal blow for Russian economy $\quad$ Fighting with Chechens escalates Yeltsin sacks leading reformer By Chrystia Froekend
and
Jnhn $T$ Thombill in
Moscow Russia's fragile market economy
 when President Boris Y Yeltsin
sacked Mr Antolo Chubals ihe
deputy prime minister amd deputy prime minister amd lead
ing economic reformer who mas ne economic reformer who mas
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and nationalis opponento who
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dominated December's parlla
mentaty elections. mentary elections. Llvhits. the
Mr Alexnder Lles
president's chief economic aide said the sacking sonignallerde
shange in economic priorities,
This year, he said. the govern-
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 aboard
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yesterday betweea Chechen sepa-


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The Kremin's dificultes in
Chechnya were further com come to an end and then the poli- co lochnsa, also appears prepared
Kohl keeps weighty secret as he serves up cookbook


MEPs aim to make a clean breast of things









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## Contenders enter race to succeed Papandreou

Sales fall $50 \%$ as economy suffers from political uncertainties Renault to halt Turkish output


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## Portugal＇s PSD leader resigns

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Uneasy Weizman says thanks

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 lobbyigg groups in Boonn comes at a time when thegoverment in sinine un with the trade unions to putp pressure
onemple on employers to hire more workers，Mr Murmann is among a
minority wo opent critcised the＂ulliance for olsbi inititive
by IG Metall，the enginering union，which proposed wage by IG Metall，the engineering umion．which proposed wage
restraint tin excchange for more
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Brussels targets fibres sector The European Cammision has dectided tot toughen cortrols on ine eyithetc firresindustry．Neen measures oming into force
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Yuder the elle oode．investment aid was only allowed to be





Bonn plan for more Eurofighters






Mitterrand was＇unfit＇in 1994
Trancois Miterand＇s persomal ppysician sparked apopiteal



 published isistonenest medicalin reporis every siir montits at the Presidents request
Mir Eubler miote that in ind opinion，witurrand had been



France requisitions more flats







## German rivals seek deal on TV decoder



Survey finds Angst moves closer to home

| By Peter Norman in Bonn |  |  | thetr westera nelghbours．This was |
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| ceral angriisb that Angst has become one of the few | d |  |  |
| common English usage． But what makes Germans feel Angst？ | ac |  | many as in the west Men nempyper |
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Berlusconi goes on trial for corruption

| Oy Robert Sartem im Rome |  | THE CHARGES HE FACES |  | that Mr Berlusconi had not <br> properly divested his control－ |
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| The long．awalted trial for <br>  mer Italian prime minister that the court action is e political vendetta |  |  | 年 |  |
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| ree othe | The trial is also likel |  |  |  |

## France suggests Nato dialogue on nuclear arms



## Shift of focus in Orange County probe By Christopher Parkes  <br> US, Mexico hail drug baron's capture <br> Leslie Crawford looks beyond the arrest and extradition of Juan Garcia Abrego <br> 

Thaw to unleash flood of US data gusan fan Us zomanat esocies


 Quebec separatists' drive unsettles business confidence

Ay benirl simo in Tormo Puxber searanisist prsid townds









$\qquad$ assessment of remeinigal brook"s The beige boak will be up to
date because the Fev was not
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home sales in No


#### Abstract

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| BMW, the German luxury car manuftacturer, has taken the extreme | Johannesburg and Protoria, where |
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| share in South Africa by inctuding groups in the first Il months of last |  |
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| by insurance companies because of |  |
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| increasingly active |  |
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| In 1994 vehicle thefts rose nearly 30 |  |
| per cent from the previous year to |  |
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| tics are availahle for the past |  | 

\section*{Nigeria joins the club of LNG exporters}


There are commercial and environmental arguments for the gas project, writes Paul Adams


INTERNATIONAL NEWS DIGEST
Bloodless coup in Sierra Leone

Sierra Leones military leader wisc ousted hy follow oditrers in

 his war-torn. impoverished country. Heivily; armard soluiers
patrolled the streets and blocker ronds leadiny to governuent
 Cormer closest associnte in the junta, Bricalier Julius Maxa
 The radio annoumced un son neessary to ensure a safc
junta hhd decdeda a coup wan
transition to civilian rule . Capt Strasser haun vored


Israel claims monetary success The Rank of Irrael claimed vindication for its tight monetary
policy yesterday following the announcement that srael's 1 108

 and members of the government.
Infation's shapp decline from 14.5 per cent in 1994 met the
government's target band of to 11 per cent and was schived
 Child soldier treaty 'blocked' Child welfare organisations yesterday accused the UK, the US
and other governments of hlocking attempts to draft an international treaty probilititing recruitment of child soldiers United Nations onfice sald the Governments were opposing an
outright han on the militryy recruttment of childron under 29 frustrating the work of an intergovernmental working group which is trying to draw up an optuonal



Saudi dissident appeals in UK Mr Mohammed al Massaast, the Sauddid dissident orderen out removal. Mr al Massazri said yesterdyy his appeal woold be
based on a clasim that the Caribbean island of Douinica, to
 Massaari sald that as a parallel measure, , he was abo
launching a judictal review in the high court to contest the



NEWS: WORLD TRADE

## Jordan and Israel sign transport pact

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## Samsung, NEC to standardise SD-Ram chips





S Africa eyes Congo dam project
Financiers boldly go where others fear to tread, writes Mark Ashurst

act also calls fo

## West Africans to cut tariffs

 nd Monetary Urion (UXMOA). The ESytem win lead to o 30

 countries
The URMOA treaty was slened in Dakara in January 1994
when heads of state of west and central Africa and the Comoros slands agreed to devalue their common currency, he CFA Aranc. The uinion aims to speed up reesional economic
intergation to create a single market of fom
Revtentitiol

BT in Japan voice services move
 seerices to the data services they are already providing in
Japan The UK and Japanese companies will offer the new
Jervices the
 The voices. services st be be provided by BT and ITJ will involve
Tirtual networks, a techrical development giving customers
 whil TTT will instarl rand onearate customemer networks in
Japan The main compeition will come from AT\&T
Woorldpartmers.

- Ericsson, the Swedish telecoms group, has won a \$oom

- Met-Chem Canada, a Canadtian engineering and destgn unit
 or more than 25 years plant. Mel Cuem has worked in Indir
- An offshoot of OGC, tbe Aberdeen-based oilleleld serv company, has won a twoyear contract for offshore
construction and maintenarce work in Brune. The contra
 E CAE, the Canadian electronics group, plans to develop an Foundation, of Pakisistan. A joint venture will operate the
 Mitsubisha Heavy Yadustries of Japan has won an order for



## Taiwan ends telecoms industry monopoly

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| access providers, hava proliferated in recent years, siphoning revenaes from | Ministry, will no longer be both operator and regulator. Telephone ser- |
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| state monopoly. | ill be spum off jinto a staterun |
| ith adrances in technology. | tition, to be called China Tole |
| mand for more sophhisticated ser. | unications Corparatio |
| vices - including | rate from the regulatory authorits. |
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| With the new lepisistlo | nod thermational telephone |
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Tokyo upgrades economic forecasts

Kobe lifts its head out of the rubble
Business has revived but the quake has left a trail of problems, writes Emiko Terazono




IN A SPIRIT OF SILENT ENDURANCE
 prefabicates pubice housing nr gone to ive off official ried to poblice, refagke areas, Emiko
 antique art has chosen to rewain tha the served as an evacuation area prepared hy US
forvesilike some of the 800 refugees who have
Jnlin tayed or in other teat dwelliges win parkse and anger azainst the local governexputand and tit handiltag of the dissaste., Mr STStou sams his

 people go on yon would thimk it was the Knbe
goverument which caused the earthquake," he save, sitting in his open-air living room besiof Despite the devastation, many of Xobe's licldences of mental rimesses and suicide have their lives beck together to a typical display of Mr Sato says he is prepepared to move out as




pean economies, and the poss
bitityo of another rise in inve
tories.

## China to restrict economic data

## sy Tory Walker in Beifing

 China plans to crack down onthe distribution of economic datas. in a move condemned by
foremikn news agancies
whicb consed yences for the free low
of information within the coumAn edice from the state counorested tbe ofricial Xinhula news agent wersee the distri-
zuluority to ocoumic informa.
bution of ecoovme ion in China and said the step sute sovereignts It side that "approved fordiph economic information punished. if heir information to chine

## Australia boosts Malaysian ties


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But after talks yesteriay, Dr Maher

 inssions as useful. The visit "is important



ASIA-PACIFIC NEWS DIGEST

## Singapore and Manila make up

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 members including Mr Roberro Romulo, Toreigm secretary.
Philippine
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Canberra reforms to stand Australia's opposition indicioted yesterdys it would take a
softrine
competition some of



 affeteted are likely to range trom state-owned utilitites and
ports. to legal firms and medical practices as restrictive

 Fischer reafirmed yestertay the coalition would retain single
Niksk selling for wbeat exports.
Nait Sydury
UK-China military timetable


 some Hong Kong citizens - Britain did not rule out a smaall
advance party to rrpare for the Chinese garisons anrival


Murayama voted party leader
 support for Mr Murayama's plan to merge his troubled party with the smaller New Harbinger party. They are parthers in
the goverument coabition led by the conservative Liberal Democratic party. He yesteriday promised "to mate all-0 Mr Murayama's only opponent to yesterday's SDP elec
was Mr Tadatoshi Alciba, a member of the upper house of pariliament. He opposed the merger plan and accused $M$
Murayama of destroying the party's identity during Mruayama of destroying hie party's sdentivy durung his
1-month temure as prime minaister. Williom Davobins, Tolyso Would You like to meet
$\mathbf{5 6 0 , 0 0 0}$ German Investors?

We can arrange it for only $£ 3700$ Sterling (1 page mono).

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IN AN INOEPENOENT MARKET STUDY OF LEADING GERMAN MAGAZNES AND NEWSPAPERS, THE "INSTIUT FUR Demoskopie Allenseach" found that finanzen reaches a readership of 560,000 per issue. finanzen covers: Mutunl funds (more than 1000 are STOCKS (AL INTERNATIONAL MARKETS) WARRANTS (WHO MAKES THE MARKET?) Conds (Where do interest raies go?)
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In return for your business caro we'll send you a rree copy of finanzen ano a media kit in Engush. alternatvely contact jörg Lang for detaled information.

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Our current international advertising cuents currently include Scotmsh Amicable, Credit Suisse, Swiss banking Cooperation, United Bank of Switzerland, Goldman Sachs, Salomon Brothers, Merril Lymeh, frontrunner funos, Societe generale, Templeton, pioneer, Lehman Brothers.
European Court of Justice is urged to annul proposed ceiling on hours that can be spent at work

Government opens attack on EU directive

By Robert Taylor,
Employment Eritor

| The British govermment orged the European Court of Justice in Luxembourg yester iay to |
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The economy Figures for unsold goods at odds with efficiency claims by store chains
Stocks cast cloud over cheerful retail data By Aliban Teth
Economice Corre Mr Kenneth Clarke, chancellor


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unsold goods. In receats. months the ratio of
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 and There will be few mourners for the corporation set up to.redevelop the city of Bristol Desolation persists near 'Little America'

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## Un petit détail foxes the ministry

## US paper goods company bows to Brussels demand

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## Cears on future of BBC World Serivice ease


$\qquad$ Investment urged by City

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## Nation of mortgage holders



Secrecy over road contractors





Italian army buys Land Rovers




Cor protest Demonstrators mill protest ontside Coventry




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# NEVER MIND THE PRICE, FEEL THE VALUE. 

When you say 'shareholder value', do you sound convincing?

If you do, you're on your way to the top, or there already. It's one of those tests for modern business people: you just have to take shareholder value seriously.

But saying it with appropriate reverence, even writing mission statements about it, is easy. The hard work only starts when you try to put it into practice.

How can companies create shareholder value? And how they can make sure the world realises what they're doing?

The two questions are closely linked. The concept of shareholder value straddles two different markets: the product market in which a company's goods and services trade; and the stock market, in which its equity changes hands.

The snag is that a company can do well in its product market but still.. fail to realise its potential. shareholder value.

There's no substitute for good product-market performance, of course; and any multi-line business also has to allocate capital properly between its subsidiaries.

But that may not be enough. If the share price is to reflect that success, investors must believe in the company's current management and future prospects. And if they don't, you can kiss shareholder value goodbye.

How do you get investors to believe in you and your future? Talking to them helps. So does a convincing annual report. But endless investor meetings and a raft of glossy photographs will only get you so far. Both these lines of approach, after all, work best with current shareholders or likely prospects.

And they focus on specifics - strategy, performance,


#### Abstract

current outlook. More general, "softer" issues, such as brand management, corporate culture and the climate of the operating environment are hard to communicate by these means.


4o how do you deliver this more rounded message, to people who don't yet know they want to buy your shares? Investors who've vowed to steer clear of your industry, for example, after a nasty setback ten years ago. People who don't realise how the business has changed - and aren't likely to unless you tell them. Potential investors who don't understand just how rapidly your market is growing.

That's where targeted corporate advertising has a role to play. It's not the only way of reaching .potential investors, but it's an important part of the communications mix.

Mind you, that's not an entirely unbiased opinion. The Financial Times is, after all, the ultimate targeted advertising medium, reaching financial and corporate decisionmakers around the world.

Still, here's an unbiased conclusion. Taking a fresh look at corporate advertising isn't the only way of unlocking potential shareholder value. But it helps.

This series of FT advertisements is intended as a contribution to the debate on top-level management priorities as we approach the 2lst century.

If you have any comments on the questions this series raises, or you'd like to talk about the issues of communicating the corporate message, either write to John Makinson, Managing Director, Financial Times, at 1 Southwark Bridge, London SEl 9HL or call him on +44 171-873 3233. Fax: +44 171-873 3937. E-mail: John.Makinson@FT.com.

This is the third of a series. Tomorrow: differentiation.

G

 on After $\$ 350 \mathrm{~m}$ ( (5330m) spent on
development and five years of development and five years of
effort the vew rehicle. the EV1.
will hit dealer forecourts in will hitit dealew forecoucle.ts in in foar
ities in California and Arizona in cities in California and Arizona in
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The EV1's contribution to autodifferent kind While it suffers the the
handicap of all electric cars - the hack of an effective power sourcethe vehicle boasts victories over
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Also, thrognt
keting strate mar.
strateg, General and Motors is
 testing for the first time just how
difticult it will be to transpant ele-
tric vehiclies from the taboratory to The vehicle has been put in the
hands of its saturn division, which ng e range of small cars in the US rival the Japanese. Donald Hudabserves: "As with most oeve techThe timing of the EV1's launch The timing of the EV1's launch

## GM jellybean has far to go





## Big problems from tiny particulates

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BUSINESS SERVICES

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## BUSINESSES WANTED



Television/Christopher Dunkley

## Heroics in the House

 parts of it, anyharmonic the
thound
themselves day. conducted by Elgar Howarth in
the thueen
Mizizath Hall one in
Michael Cielen's transcription for multiple strings, and again in a nefy An unlucky chance: for at the Cropper had led the bindsay Quar tet in the orieinal music. furfiling
its original purpose as the finale of its original priposes as the finale of
the great E-मat Quartet op. 130 or
Where the Lindsay performance seethed with heaven-storming
intentious. the LPO strings were



Concerts/David Murray

## Beethoven's 'Grosse Fugue'

wood and brass, to the scale and
sound of of an verwening villo band. I think this transcription
must be uarescuable. The Cielen
string version may be hardly more string version may be hardly more
inspired but it would be wrone to
judge it on this performance it bad

 "money") was the reason privatel
given for droping George crubl
Echoes of Time and the Riper from
Echoes of Time and the Riber from
its advertised programe. whicb
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The Makropultas Aftair by
tancel Conducted by
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Opera of Chicago. Sololists inculude
 Tom Fox, John Duykers, Kevin
Andesson and Stephen West;
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on piann, Paul Chembers on bass
and Jimmy Cobbs on drums; 8 pm;
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Theatre
Ayckbourn \& Co’s farewell production

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for his wife Pam -he cannot drive Just Bet
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## Betjeman to music



| kapok or vinyl; to Jan 21 <br> Metropolitan Opera Hous <br> Tel: 1-212-362-6000 <br> - Turandot: by Puccini. Conductad <br> by Nello Santi and performed by | WORLD SERVICE <br> BBC for Europe can be on Medium Wave 648 kHZ <br> ( 463 m ) |
| :---: | :---: |
| Ghena Dimitrova, Veronica Villaroel and Michael Sytvester; 8 pm ; Jan 19 | EUROPEAN CABLE AND SATELLITE BUSINESS TV |
| - PARIS |  |
| Concert | BUSINESS TV (Central European Turne) MONDAY TO FRIDAY |
| Thuditre des Champs-Elysbes |  |
| - Russtan State Symphory | NBC/Super Channet |
| Orchestra: with conductor Evgery | 07.00 FT Business Moring |
| Svettanov and pianist Vadimir |  |
| Ovehinikov perform works by Tchaikovsky, Ladov and Scriabin; 8.30pm; $\tan 20$ |  |
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| E ROME |  |
| CONGERT <br> Accademia Nerionala al Senta |  |
| Accademia Nazionale di Santa Cecilia Tet: 39-6-3611064 - Orchestra dell'Accademia di | 17.30 <br> Financial Times Business Tonight |
|  |  |
|  |  |
| Vadtmir Spivakov, perform | Midnight <br> Financial Times Business Tonight |
| and "Swen Lake", and Shostakovich's "From Jewish Folk-Poetry"; 7pm; Jan 20, 21 ( 5.30 pm ), 22 ( 9 pm ), 23 ( 7.30 pm ) |  |
|  |  |
| $\square$ WASHINGTON |  |
|  |  |
| Concert Hall Te: 1-202-467 4800 |  |
| with conductor Leonard Slatkin |  |
| pertorm Barber'a "Symphory No.1", |  |
| Baker's "Whispers and Echoes" and flachmaninov's "Symphony No. ${ }^{\text {ni }}$ |  |
| fiachmaninov's "Symphony No.2"; 5 pm 徸 20 |  |




LETTERSTO THE EDITOR.

Number One Southwark Bridge, London SE1 9HI



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| was at 0.2 per cent in the year that he retired. Inflation witl the Canadian budget deficit was at some Cssobn wihen be anived, rose to Cssibn and was still at cessbn in the year that be left. The gross debt of the Canadian general <br> government rose from 69.2 per cent of gross domestic product (OECD data). <br> Was the deficit not a <br> consequence of monetary <br> policy? Would the government policy if it had not been able to bide fromen the markets behind inlation fighter? Was this not | yet another instance of the sruss policy imbalance which almost always follows centri bank indepeudencr? Would off if inflation hard rensained at say: 2 to 3 per cent and some of the debt buill-up bad been avolded? <br> In skerijur economic pollcy, central bank independence: genenomic performance. Other examples are easily cited. <br> Gerald Holtham, <br> Institate for Public Policy: Research. <br> 30-32 Sonthamptm Street London FiC2E TRA |
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Clear reason for postponement of union

CNG not meeting hopes of vehicles market
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apports, mall, stadium sud
large goverment toomplexes. A. Rushdi Siddigni, chief operating officer,
Weesh Technologies, Inc


## Personal View • John Kay

## Social life of the markets



Nanctal times wednesday januaby in 199

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL Wednesday January 171996

## Looking to Ulster's future









 there can be no substantive nego.
tiatons oo a new settlement
Northern Ireland


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the suspicions of unionists.
Mr
 about US involionement in thitehall
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## Kohl's kitchen

## Shakes no dou men a sead as

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his book declares. Every nulimg
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brated
the mighty Stuhby Bavarian Weisswurst
Every man, woman and child in Germany consumes on average 25
bilos of sausages per year. But


## London first



## Battle to bridge a policy gap

Papandreou's decision to resign has come just in time for Greece as it seeks to strengthen its position in Europe, says Kerin Hope







 Was making Gr proce hoalth hand he rideulous
Now we have a chance to become a
Hormai Eurropean country.


 Tricht targets for European Mass
nomico and manetryy unlon
For whoever wins, positioning


 impatience at Pasok's indecision
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showed that an overwhelming majorty of Socialist snpporters
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Minamaial Fimes

## 100 years ago

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Holiand in view of that country's creditit policy and the deferieermentis raised by it against have been teffreeding talks requuknn a a senpered by by thing
German hidden assets.

Wednesday January 171996

US carmakers fear flood of airbag litigation Supreme Court upholds safety challenge to Ford


## Czech central bank moves

 to support financial sector| The Czech Republic's central bank yesterday moved to restore confidence in the country's bank, administrator to Ekoagrobanka. a small privately owned regional bank. <br> we czecb National Bank said of otber small institutions to address a growing bad debt problem and would order all banks to provide more financial mforma. With the <br> With the government facing a general election in early June. sure to prevent a repeat of last week's queues of anxious customEkoagrobanka following reports that the CNB was poised to take over its operations. The rescue of Ekoagrobanka involves slashing 1 ts share capi- tal from $\mathrm{K} \dot{6} 600 \mathrm{ml}(\$ 22.3 \mathrm{~m})$ to Kic .2m, in effect wiping out its |
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Indonesia's wealthiest companies forced to help poor By Manueta
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Other members on the foundar
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mand Mr Haryono usfono. the pop.
alation minister. According to
 he official nemss agence Antaran
he foundations indital paid-up
capital Is Rp250m. The foundation was born out of declaration made by Indones a's largest conglomerates in
ugust last year in which
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However. compulsory dona-
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## THE LEX COLUMN <br> Dangerous cocktail

| The profits collapse at Rémy Cointreau says more about the com | $\begin{aligned} & \text { Fr-sf Eurotrack 200: } \\ & 1617.5(+14.6) \end{aligned}$ |
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| Clearls, life is tough for all small | us aerospace |
| tion costs snd weak markets in | Share prices relative to the SaP Compo |
| Europe and the US. But Rêmy also has | 450 - Modormell Doia |
| to live with a strong currency, and a | 400 …..........A恠 |
| tion is prouing | ${ }^{350}$ |
| ing up ite spirit | 300 |
| has a French franc-denominated | 250 |
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tax cuts which will take effect
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Rate cuts would

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British Gas
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# M8A 

UK ADVISER OF THE YEAR

BARINGS

In an increasingly comperitive market
Acquisitions Monthly chooses Barings as
M\&A Adviser of the Year for UK deals.


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## in brief

 in shares continues

 plan to merge its plasticcs busiseosese with Asichatria's
OMV had ben abandoned. The deal's collapse
 Soros uphoat on depanese stocks The Japanese stocis market received the endorse
ment pon one of the world
tors
 JK brewor to curt 1,600 jobs
 sites and other units to integrate Courage, the
brewer it bought for $£ 443 \mathrm{~m}(\mathbf{8} 888 \mathrm{~m})$. Page 19
 year, according to the Financ
metals price forecasts. Page 21


# COMPANIES \& MARKETS 

International Property
\& Plant Consultants

OThE FINANCIAL TMES LIMTED IS9

Wednesday January 171996
01714058411

## SE-Banken fined for breaking bourse rules

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| :---: |
| Tbe Stockholm stock exchange yesterday imposed a SKr2m ( $\mathbf{3} 300,000$ ) fine on Skandinaviska Enskilda Banken, one of Sweden's leading commerciabanks, for breaking bourse rules in its bandling of information about beavy credit losses which caused an wnex pected slump in its profits in 1595. Tbe stock excbange's disciplinary ommittee strongly crincised SE Banken, the financial flagship of the Wallenberg empire, for issuing a pressrelease last January which asserted that |
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| losses liuked to Luronen of ratled finas. cial thvestment group, had been cov <br> In subsequent months, SR-Banken was forced to make farther provisions totalresulting in a 51 per cent tall in the bank's operating prouns in the first strong criticism from investors. The bans:s shares had to be sospended brielly in August when its mheralded announceunent of a sKr2.2bn tumble in bourse. |
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## Watchdog refuses

 to ease pressure on British Gas

Earnings for 1995 confirm return to health for US's largest bank Citicorp increases dividend by $\mathbf{5 0 \%}$


## Citicorp yesterday capped

anbarassing. Bnt that is very difer.

 of the serrien of credit losses bhat bit
Swewilib banks in the early 1900 and since credt policy system put in place
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financial


Barry Riley
Shareholders gain an edge over stakeholders






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Rémy Cointreau to sell non-core units after FFr40m loss

| By foderick Orem, Consumer Industries Editor |  |
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## SAMSUNG, SIEMENS \& FUJITSU Share something special

More than 380 internauonal companies have chosen to invest $\pm 6$ billion in the North of England - these include ' 50 Fortune 500 ' companies and one of Europe.
We pride ourselves on our attention to detail and have provided a level of high quality support to hundreds of manufacturing and services investment projects that we believe is second to none.
No matter how large or small the project is, if your company is considering
expanding in Europe contact us - our track record speaks for itself. THE NORTH OF ENGLAND


Take or pay contracts are a time-bomb ticking under British Gas. Its suppliers say a deal's a deal. FT writers outline the arguments

## A question of who should bear the pain



British Gas claims that it has been
canght at a debilitating disadivantage in
the rush to tibell caught at a debibitating disadiantage in
the rush to iberaise the market $1 t$ argues
that it has been locked into hiel that it has been lockece into hitign-priced.
 estimated to be worth more than $\ddagger$ \&obn
 time of low prices.
So it is calling on its So it is calling on its North Sea supplle
and the government
difficulties by maint int our of the tinto ooe of the

 Lo the markets new entrants, including, have aiso occerelerated the development of
fields in anticipation of the compeetive
 already depressing pricics.
Yet despite all the posturring, which has
led to stalemate befreen BG and producors, exentuall a comparomise will hase to be reachend it the transition to a
competitive marke is to sucucced
with BG soon set
$\qquad$
 contracts. This could cause apheasal in the gas market and throw the offcourse. Doubters need only look to the
US, where wholesalers' refusal to pay for gas contracted under similiar
circumstances left prices low, consumers relcuctantat to buy for many years and
resclted in a string of banlruptcies.


Why should we renegotiate now tables are turned?


Possible solutions.



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- First tried in Westeru Anstralia, Nem entrants are recuiried
 long-terra price and 50 may limit cuts is consumer prices.


 out BG would be a conntroversial political move. In the rum tup
to an election




- Renegotiate contracts, BG's and the government's favourred
solution whlch is being reexited the producers. To surceedit


perhipe even asset swaps. Renegotintlon would stil
government action for example, throush tax retief.






- THE BRMISH ais case - By Robert Corine

Why should we pay for leftover from monopoly era?

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| stinend d contract to develop 1 th thourght the sumply 1994 even company told Brown the chief executive. <br> weill before the current matriet conditlons materiaised. $\ln$ the <br> year to last September. it sold <br> wholesale market rearresenting <br> priced gas. One leve-based solution could lead to a mais dive buy-ount to to their present value. |  |  |
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## - THE GOVERA

## DTI optimistic 'win-win' solution can be found

FINANCLAL TDMES WEDNESDAY JANUARY 171996


## 1995

| 16 |
| :--- |
| INTERNATIONAL COMPANIES AND FINANCE | Repsol abandons OMV plastics merger plan



## BNP breaks ranks on cash machines










Benckiser sniffs out Maybelline as a takeover target
The acquisitive German company will have an uphill struggle to close the deal, writes Andrew Fisher

, yome



EUROPEAN NEWS DIGEST

## Court backs Matra

 Hachette share swap






 with hhe state prosecutor, citing "proof of the involvemelt of
tmportant personalities in this destaililistion effort at it



Axa announces restructuring
 which Generali, the talian insurer, will directly control 11 per
cent of the group



 Axa said it would use EFrazbn of the proceeds of the capial
increase to conver into equitya loan made list year by
Finaxa, one of its ultimate hodining companies, whilc thie res Finaxa, one of it ulutimate holding companies, whilc the re
of the ponney would be avallabie for future acquisitions.
It said that it had agpeed with Generait to couclude by of the money would be avallable for future acquisitions.
It said that it has dagreed with Generail to cưclud by
February 15 a new sharebolder agreement to seel joint developmeot opportumities and to maintain tbeer respective
Andrun
holdings.
Italian groups in outsourcing dea!





 year of Lears - of which L5006o should be provided by Aranclad Mr Tarcisio Zucca Alssandreil, manasing director of rrss ami
Arancia's chairman, said the joint venture's first objective
 telecoms holding company, and BMM. It would then consider:
eotering.the European market, possibly with Euromend
patner.
Coflexip Stena in shake-up Coflexp Stena Offichore has decided to pive more power to ilis
new chairman and chief executive, Mor Piverre Marie Valentit
The Prancoswedish company. which makes. flexible The Francos Swedissh conpany, which makes. Ilexible
underwater plipes for the oill industry, wants to simplify its ;
managa managementsin in to
Mr $V$ Valentin is




Karstadt sales flat in 1995
 Parent compang sale urpped s per cent to DM13bD in the



French banks fined over loans
 Lyonnais and Banque Nationale de Paris were ordered tod
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debts of
The fine reporese



Franco-US share trade venture Hambrecht \& Quist, the US vanture capital group, and
Financiere Samin Do minique, a subsidiary of Credit National the French banking group, yesterday announced the creatio fast firowng commponies to stock marketes around Itrodurope
Hambrecht \& Quist Saint Dominique with initial capital of Hambrecht \& Quist Saint Dominique with initial capital of
\$3m provided equally by the two institutions, clains to be on
of the einat




Moulinex nine-month sales stable Moulinex, the French consumer eiectronics group, said sale
rose 0.4 per cant from a year earlier to

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Sakura Bank in Asian co-operation pact


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Gengold disappoints with $19 \%$ quarterly rise matneme




## Australian film group in flotation

## By Nildd Trait

| The Becker family is to floa Its privately-held film and tele vision prodaction and distribution company, the Becke Group, on the Anstralian Stock |
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| some 25 m shares, or just |
| r 53 per cent of the enlarged |
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TNT sells troubled operation


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## Soros gives nod of approval to Japanese equities


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 ${ }_{\text {APD.DU. Seoul }}$



We are pleased to announce the election of the following officers

Joel Ackerman
Viee President
warburg, pincus ventures, inc.

Frederic Stolar
Jeremy S. Young
E.M. WARBURG. PINCUS \& CO. INTERNATIONAL, LTD.
E.M. WARBURG, PINCUS \& CO., INC. nEW YORE

LONDON
HONG KONG
Jannary 1996

| US\$ $90,000,000$ <br> (D) <br> Espirito Santo Finactial Hotding S.A. <br> Flanting Fiate Notes dug 2000 <br> Notce ba harrby given that lor thether <br>  Tha imtrees tiroum payate on tha harien paymend date, Aprl 17, 209 <br> By.The <br> Hantiman |
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Boeing, McDonnell Douglas merger talks hit snag

| ce Correspondent |  | McDonneil's ailing civil aircraft operations was also | alo |  |  |
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|  | However. Boeing was | thought to be substantial |  |  | gg |
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|  |  | said that in the long run |  |  |  |
| McDonnell by boeing, would have created the world's | p | p |  |  |  |
| have created the worlas |  |  |  |  | Lex; Page 12 |

## US banks boast of meeting performance targets



## Dell Computer shares continue slide after profit warning

By Louse Kethoe Ln San Francisco











finanal yar. Rarinas ofrth


## Crédit Agricole in Argentine buy $\mid$ Travelers posts record income




S\&N to shed 1,600 jobs in integration

Pet food executives held overnight after talks with works council

## French unions fight Dalgety closure




Nowwe are reaty for 1994-confident that, with our customers' 1996 will be tinother


Norman Scoular Chief Executive Officer - SL

Geneva, Switzerland
12 January, 1996

## SLI wishes to thank its Customers for 1995

## 1995 HIGHLIGITS

- Continued strong grow in sales and operating profits
- Creation and launch 41 new product groups.
- Attainment of ISO Oulity Certification at all European manufacturing plant
- Completion of two siall acquisitions and agreements for a further two.
Continued high invitment in strategic development (over 2 years):
Capital Investmit
- R\&D and Enginering
up 71\%
Brand Investmit
up 64\%
- SLI honoured inzveral countries with awards for outstanding innration and design excellence.
- Largest ever infx of talented young people.
- Employment leels up another $3 \%$.
- Strong BalancSheet with funds secured for growth.

Foliowing the 19 corcquisition and reorganisation-6ithe international lighting business of Sytvia, 1995 saw a continuum of the 'orderly volution' which gathered pace in 1994,
The table bovcharts some of the events and achíevements which made 1995 a reconiyear for our business - a year"of dramatic shange in a dynamic enviniment.
The group's 受 term strategy of copsistently high inhestment in people.

Now, SLl is ady for 1996 , We have positioned ourselves for the economic upturn by:

- Enlangg-our research and development base in Australia, Belgium, BrežC Costa Rica, France. Germany and the UK.
Enlzing our 'Côtipetence Centres' with product-dedicated maeting, design' äpd"production skills - key skills to enable SLI to be 'quk to market' with innovation.

Ading new production capacity for high technology lighting products irdelgium, france, Germany, UK and Costa Rica.

Fusing investment upon growth sectors. Energy-efficient compact rorescent and halogen light sources as well as more aesthetic and fective lighting fixtures - not only in Europe but in emerging economies if the Far East, and South and Central America.

We so thank our own people for thelr support and special efforts which
ma: 1995 such an outstanding success.


Sylvania
Mighting
international oncord SMLMA/N/A Linolite


FINANCLAL TIMES WEDNESDAY JANL'ARY $1799 \% 6$.
COMPANY NEWS: UK
The company is confident buying $£ 336 \mathrm{~m}$ worth of Forte shares is money well spent
Granada share raid fortifies its hand



## Hotel margins come under detailed scrutiny

|  | the performance of such diverse companies. |  | profits of Esim at Posthouse the the year to the end of January 18060. |
| :---: | :---: | :---: | :---: |
|  |  |  |  |
|  | ome London market |  |  |
| ani |  |  |  |
|  | ha |  | were abont 27.4 per cent and 26.8 . |
| Forte, 229 p per cent for stazis and 29 |  |  |  |
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## Peoples Phone postpones flotation

 blaming poor sales over Christmas| Crastopher Prim | offers from other retail. |  |  |  | market, has wom |  |  |  | directly to customers, by-pase. |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Peoples Phone, the mobile phone retailer. yesterdiay post | The move was seen by ana. |  |  |  | a growing share of new suba growinscribers. |  |  |  | ing the service providers: |  |  |
| poned its proposed 2200 m | lysts as a reflection in the |  |  |  | Floated on the London |  |  |  | Peoples Pbone arruing that |  |  |
| ever Cotismas. | changing fortunea in the |  |  |  |  |  |  |  |  |  |  |
| The group satd | Peoples Phone having strong |  |  |  | Peoples Phone is both a ser- |  |  |  | year for.sales. |  |  |
|  | Hes with Vodafone which has |  |  |  | on behalf of Vodafone and Cell. |  |  |  | saribers to tis digital nutwois |  |  |
|  | in an increasingly competitive |  |  |  | net, the two largest mobile |  |  |  | in December, well ahend of |  |  |
| and this has adverssely | In particular, competitive |  |  |  | with a chain of 1 15 showrooms. |  |  |  | compane claims a total of 330,000 digital subscribers, only |  |  |
| market seniment. |  |  |  |  |  |  |  |  |  |  |  |
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|  | ${ }^{138}$ | (10.1) |  |  | 02214 |  | ${ }_{1.22}^{0.29}$ |  |  |  |  | ${ }^{0.3}$ |  |
|  | 158 <br> 7 | ${ }_{(1004)}$ | - | ${ }^{\text {01.33, }}$ |  | 1 |  |  |  |  |  |
|  |  | ${ }_{(88)}{ }^{8}$ | ${ }_{8} 88$ | (1.17) |  |  |  |  | (0, |  |  |
|  |  |  | 4.81 | (3.73) | 27.45 | (20.43) | ${ }_{3} 3$ |  | ${ }_{3}$ | \% |  |



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ANGLOVAALMINERALS December 1995 Quarterly Results

Copies of the December 1995 quarterly report and developmen Anglovaal Trustees LImited
5th Floor
London, W1Y 1 FN Fax: 01713554049 Tel: 0171355407



## "fres:es Credit Management

on Tuesday, March 5th

For an editorial synopsis and information on advertising opportunlties please contact:

Melanie Miles
Tel: 01718733349
Fax: 01718733064

## FT Surveys

THE TAX FREE WAY TO PLAY THE MARKETS' CITY INDEX Nem

This announcement appears as a manter of record
Alpha Finance Corporation Limited
US $\$ 500,000,000$ Euro Medium Term Note Programme
US $\$ 500,000,000$ Euro Commercial Paper Programme
Beta Finance Corporation
US\$10,000,000,000 Euro Medium Term Note Programme
US $\$ 10,000,000,000$ Euro Commercial Paper Programme
Catrust (Bahamas) Limited ("CBL"), which has acted as the investment manager to Alpha Finance Beta Finance Corporation sineptember 1989 and to has rance Corporation since 12 September 1989 tnternational plc ("Cisibank") capacity by Cilibank January 1996. From this dank') with effect from 9 rendered by CBL will be performed by Citibank
For further information regand please contact Paul Stephens or Tessa Hoser at ondon WCRR 1 HB .

## US forecasts still tighter world feedgrain market <br> By Laurie Morse in Cricago too low to keep what traders Smetana, research director for

Analyst predict volatile year for metals


| low to keep what traders the grain merchandising eline" primed |
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Zambian copper rescue talks begin

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The activities of hage and commodity funds may add spice; writes Kenneth Gooding M $=$





SOFTS
ncocon




CROSSWORD


## Renewed talk of rate cuts help; German sector

| that investors sell Frean bonds or Ecn bonds, and Spanish and Italian paper. |  |  |
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| yield spread over Ged on Itaian 12 -year bona |  |  |
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| moved in from 466 to 455 basil points, and on Spanish bonds trom 353 to 347 points. |  |  |
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| day, taking thelr cue from bunds and helped by US huy- |  |  |
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| ing The March long gilt future on Liffe surged past the $111{ }^{1}$ t resistance level to close at |  |  |
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| 111 s . 4 p y. The 10 -year yield |  |  |
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| to 183 basis points. |  |  |
| David Hands of Willams |  |  |
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| may tip us uf The PSBR Ig |  |  |
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| The receut flood of D-Mark paper contmued unabated yes terday, with DMM.6bn of bon hitting the primary market Tho European Investment Bank complemented last further DMIbo offering of five year bonds, Contrary to its negotiated issues last year, this nature, and accordingly tiehtly priced, yielding only 20 basis points over bonds. basis points wider $n$ anid? dealer. Indeed, the spread widened out to around 23 hasis points, although greod demand from European retail and institutional investors, including central banks. <br> The underwriting group was unusually small, consisting Flist Boston, Salomon |
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| Brothers, UBS and WestLB Inis was thought to have been to keep tho issue under tight to keep tho issue under tigh leads to be fully accountable for the deal's performance," said one trader. | widely pre-marketed, the deal das. with no flow-back seen. the official said <br> its lone anate Republic made with DMIbn of $6 \%$ per cent. seven year bonds via Salomon and Westi B . Although and westib. Although it spread widened by 8 basis points dealers said. long-dated for many institu tions whose credit lines only go out to five years. and comMared with recent issues or Argentina with conpons of around $10 \%$ per cent attract heavy retail buging." said ane dealer. <br> AA rated British Ator, the Antharity issued $\Sigma 250 \mathrm{~m}$ of 85 per cent, 2s-ivo year bonds to strong demand from IJK institations. 'Tt's one of the darling |
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| INTERNATIONAL BONDS |  |
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## EIB raises DM1bn in tightly priced opportunistic deal

WORLD BOND PRIGES


Structured finance
in Australia 'to expand sharply,

| By Nacti Tait in Sydiney . | Macquarie Bank's. PUM leading the way. |
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| Australi's structured | The aurge is largely aturi- |
| market is. | home lending market as cus- |
| with around Assbn of securi. | tomers have moved away from |
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| report from Moody sinvestors | to cheaper, speciailst suppjers, |
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| miocmut | gage-backed securities had |
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US IITEREST RATES


## BOND FUTURES AND OPTIONS

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## CURRENCIES AND MONEY

## MARKETSIEPORT

## Dolar gains at expense of the D-Mark




FINANCTAL TIMES WEDNESDAY JANUARY 171996


FT MANAGED FUNDS SERVICE



## LONDON STOCK EXCHANGE

## Footsie regains 3,700 as takeover fever returns


cent the bidder was entitiled to
acquire via marriet purchase ender
the rules of the takeover pancl the rules of the tarkecover pander
Forte's finamcial advisers
quick to quick so latch o on to news that Cran-
adia garered only 9.2 per cent that 1.4 per cont had beent pur-
chased from mariketmat other sectors also $\begin{aligned} & \text { ariggered } \\ & \text { upsum in in takeover rumours else }\end{aligned}$
und
FT-SE-A AH-share Index Equity shaves trider



 If there were lingering doubts about hey were dispopleded yesterciay a
 the rest of Errope surged higher.
Ever increasing hopes rhat
another series of European interest another series of Buropean interest plos a "cotiestime" market raid oin
Forte by Granada, and more bi pains in bonds, bunds and gilts saw
nomentum in equities pick up
npeed all day. speed all day.
At the close the FT.SE 100 inders
asily reeained the 3,700 mark and
finished at the days best of $3,710.6$
for a rise of 47.7 or 13 per cant on
the session. Whe session
With much of the day's activity
concentrated tm the FT.SE 100 concentrated th the FT.SE 100
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Pharmacia \& Upjohn, Inc.

JPMorgan

A leader in
European M\&A

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# Dow volatile, further reverse for Nasdaq 


was due out after the markset








 Canada
Toronto traded higher at mid
lay, belped by the stronger



Telmex off in Mexico Mexico City slipped in early
trade as the mparket braced.
itself for an fncrease in domes-


S African industrials at peak Jobanesbing gold spares.
 nith
 mediocre quaragatement gold mme
resalts so far, were seen track.

EUROPE
Rising dollar, rate cut hopes lift senior bourses


Soros accolade caps good day for Nikkei, up 1.4\%
$\qquad$


| Gondiner abonkis tocus on Gerinat: and EMuppean economič issuess by/月6 | ized at a bigh level, pressaging a further loss of market sharea in wodd trade. The consensus forecast for growth in 1996 was accordingly reduced to $2.5 \%$ from $3 \%$. <br> A second round of revisions occurred last autumn when it became clear that massive structural adjustments were in store for the constructioo sector. These pushed. the expected growth rate down to $2 \%$. <br> Economic outlink for German | Nevertheless;"the current pessimisïn seems exapggerated as wes the level of optimism a year ago. Modest inflatioo io many coontries will mean that shortterm rates can zemain low' or even drop further. Corparate profits are up substitantially from their leyels during the 1992/93 recession; and. long-terru rates have almost reached the lows they hit in early 1994. Thas, giveo the rapid expansioo of world trade, a rẹcession in' in. |
| :---: | :---: | :---: |
| Germany: <br> slow growth to continue in 1996 <br> Swings in business sentiment and the tenor of public debate usually exaggerate any changes in the actual | Private conswmption Government consumption Machiniery and equipment Construction Domestic demmad <br> Exports Importa <br> Gross Doniestic Product Consumer prices |  |
| optimism was running high, contributing to the sharp rise in long-term interest rates. The opposite holds true now: the mood is very bearish, as is reflected in the bond markets. Atthough the outiook for industrial countries is indeed not very encouraging, growth in 1996 will be around $2.5 \%$ and should improve in tha course of the yoar. <br> Predictions for Germany's economic growth have heeo scaled dowo signinicantly in recent months. And although psychology may have played a rolo hore - when calculating their first estimates for 1996, | $\nu$ /for GDP ond componeth, dammor-Sep <br> But the figures for annval average growth fail to show that between mid-1995 and the spring of 1996 Germany's real GDF will expand hardy at all. In addidition to the farctors already mentioned, two other aspects are wage agreementis, which boosted hourly rates in the westem German goods-producing sector by 4.5\%, compared with a rise of only $2 \%$ in 1994. This cansed many firms to review their investment plans; ehove all, consider shifting productioo | dustrial countries can be practically roled out this jear. This recovery, like most in the past, is not fallowing the terxthook model of steadily rising growth rates. In Germany, even in the third year of the opswing domestic demand will fail to take over from exports' as the driviog farce. <br> Altroucit the expected growth rate is disappointing, as it will bring about hardly any improvement in employment, it will nonetheless prevent talk of narrowing "output gaps" and of the |
|  | abroad Mrch susprest that this year's wage negotiations mill | ${ }^{\text {need for a }}$ a pro emplive strike" |
|  | rearlt in lower increases. The | ing too soon. |
| Rem Me mistake - there are two somd | second aspect iv the virtually idential dommward revision of | For information abourt |
|  | growth frecasti in other West. |  |
|  | consoli- | ties and financial searicess, |
|  | dation in an effort to meet the Manstricht criteria by 1997. |  |

## Germany: slow growth to continue in 1996

## Swings in businesss sentiment and the tenor of public debate usually exaggerate any changes in the actual

 economic situation. At the end of 1994, for example;optimism was running high, contributing to the sharp now: the mood is very boarish, as is refficited in the bond markets. Athough the outlook for industrial countinies
is indeed not very encouraging, growth in 1996 will be around $25 \%$ and should improve in tha course of the

Prepictons fon Germany's
economic growth have heeo scanemic growth have hee
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and prychology may have played
role hore - when calculation forecasters reatived. hey had and did not want to reasons for the downward
adjustment. The firat is that the encouraging dompang After a dation in ane effort to meest be
Masastricht eriteria by 1997.

 Voime was moderate. down s.









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